

from necessity. It may be compatible with the prevailing ideas in our society about how social power ought to be created--by consent, that is, rather than by the whip--and how social power ought to be exercised--by groups, that is, not by individuals. These notions are widely prevalent, whether you like them or not.

In our studies across the country of many kinds of organizations--political organizations, industrial business, Government, and what not--we nearly always find, when we compare those organizations with a high degree of effectiveness in whatever they are trying to do with those of less effectiveness, that the effective units typically have a vigorous, self-conscious, planned approach to the positive use of groups in management and to the use of groups in day-to-day productive work.

Groups used to be tolerated in organizations and a little bit feared. Now they are not merely tolerated. Conditions are created to foster them. There is purposeful planning about the size and composition and the circumstances of activity for groups of various kinds. The understanding and use of groups and of group process is, I think, an area of managerial skill that will be a crucial one in the next years.

Well, I will conclude then, very quickly. My concluding remarks here will have to do mainly with the observation that the arguments I have given and the concepts I have given are, in a way, the social scientist's attempt to understand what is happening and not an attempt to influence what is happening. These are not ideas created by social scientists and imposed on managers. All of the ideas I have given to you rise out of our observations of the behavior and practices of people like yourselves.

I think you, as managers, are long past the point where you have any choice about accepting or rejecting the notion of participative management. The practice is here. It is deeply imbedded in our social structure. It is incorporated in some of our laws. It is built into the organizational policies and practices of most organizations. You have no choice at all about whether you will have it or not have it; you have got it. The only question is how much shall you have in your organization of group-based participative practice? What limits are there in its use, if there are some limits that you as a manager can set? How shall I as a manager become skilled in the creation of appropriate groups, or in the gentle destruction of